

**From:** [Danny Cooke](#)  
**To:** [Thor.Kaslofsky@sfgov.org](mailto:Thor.Kaslofsky@sfgov.org)  
**Cc:** [Cheryl Smith](#); [George.Bridges@SFGOV.ORG](#); [Jack Robertson Lennar](#); [scott@jericorp.com](mailto:scott@jericorp.com); [Terry Mitchell Lennar](#); [Wells Lawson](#)  
**Subject:** Re: Fire drill: Informational memo for Commission on HPS Contracting  
**Date:** Friday, September 27, 2013 4:44:00 PM  
**Attachments:** [CAP Report Aug2013.pdf](#)  
[SBE optimization1.docx](#)

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As discussed,  
Please review attached bulletized summary of the process and process improvements we have been undertaking. Also attached is a summary of the CAP.

Scott,  
If there is any inaccuracies please comment.  
Danny Cooke, Executive Vice President  
Construction & Development  
Bay Area Division

One California Street, Suite 2700  
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Date: 09/27/2013 04:22 PM  
Subject: Re: Fire drill: Informational memo for Commission on HPS Contracting

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Great thanks.  
Best regards,  
Thor

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**Date:** Fri, 27 Sep 2013 16:15:37 -0700  
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**Subject:** Re: Fire drill: Informational memo for Commission on HPS Contracting

Thor,  
No. I have created a bulletized format that I will send in the next few minutes. Cheryl and Derf are reviewing it in its final form after receiving Derf's input.  
Danny Cooke, Executive Vice President  
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Date: 09/27/2013 04:09 PM  
Subject: Re: Fire drill: Informational memo for Commission on HPS Contracting

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Danny,  
Is what Scott and Jack sent the totality of what was being supplied? Just want to know if we should expect anything else.

Best regards,  
Thor

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From: "Danny Cooke" <Danny.Cooke@lennar.com>  
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Date: 09/27/2013 10:52 AM  
Subject: Re: Fire drill: Informational memo for Commission on HPS Contracting

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I will have something to you this afternoon.  
Danny Cooke, Executive Vice President  
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Bay Area Division

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scott@jericorp.com, "Terry Mitchell" <Terry.Mitchell@lennar.com>, Thor.Kaslofsky@sfgov.org  
Date: 09/27/2013 09:24 AM  
Subject: Re: Fire drill: Informational memo for Commission on HPS Contracting

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Thanks Jack. I will do my best to convert this information into text for the memo .  
Scott, Danny or Cheryl, if there is anything else that you can add this would be very  
helpful for Lennar as this is a public document and opportunity to publicly  
demonstrate Lennar and RO's commitment to local contracting.

**Jack Robertson --- Re: Fire drill: Informational memo for Commission on HPS Contracting ---**

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Date: Thu, Sep 26, 2013 8:03 PM  
Subject: Re: Fire drill: Informational memo for Commission on HPS Contracting

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Wells,

See attached:

1. Memo summarizing where RO advertises for the construction bids. This was done for both 50/51 and 53/54. In addition, we hold pre-bid conferences at The Shipyard at least 15 days before bids are due to give prospective bidders an opportunity to ask questions and for us to give an overview of what Lennar and the contractor are looking for in the bids. We also underscore our desire to get local BVHP subcontractor bids. Our advertisement placements go beyond what is required in the DDA.
2. Scope of work for Butler Enterprises construction assistance consulting assignment which has been engaged since July on-site. (They were not up and running yet for 50/51 so hopefully the process for 53/54 will benefit with their involvement even though they are just now getting ramped up). I think the scope is self-explanatory, but you can get more specifics from Cheryl and Terry if you need to.

In addition, I know directly that RO frequently makes direct outreach calls to local bidder prospects to encourage them to bid, especially if they have not heard from them during the pre-bid. Post-bid submission, they often meet with a sub to seek clarification of bids to make sure that the bid is responsive and qualified.

Scott, if there are additional outreach efforts that I have not captured here, please chime in.

I think that RO and ourselves are making an effort to leave no stone unturned. Frankly, we had a good number of local bids in 50/51; the real problem in that case was that most of the bids were non-competitive price-wise. The Precision dry-wall case that came up at last Friday's meeting in Cohen's office typified this. On the other hand, if a BVHP bidder is not low but "close", we will give first consideration to them and maybe pay a little more to do so. But when bids come in 20% to 100% or more higher than most other bidders, well, we have to run a business too. Part of what we hope we can convey to subcontractors along the way is how to prepare and submit qualified/competitive bids and that is part of what Butler Enterprises is tasked to do. We are hopeful that our combined efforts will increase participation but I personally think it will be a learning process for many subs and will take some time. Fortunately, we have a lot of work to bid over the coming months and years.

I am out tomorrow, but I would hope this is enough info to help you get your memo done. Thanks.

-Jack

Jack Robertson  
VP Community Development  
Lennar

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<Terry.Mitchell@lennar.com>, scott@jericorp.com  
Date: 09/26/2013 02:41 PM

Subject: Fire drill: Informational memo for Commission on HPS Contracting

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Danny and Jack -

As a follow-up to our meeting with Supervisor Cohen's office (and Monday's meeting with the CAC), we are preparing an informational memo for the Commission outlining the SBE policy, good faith efforts, and steps that have been taken to ensure local participation and performance to date. In particular, we are being asked to hi-light the efforts of Robert Obayashi and others to increase participation among BVHP-based SBEs.

We will prepare the bulk of this memo. However, in order to get this to the Commission next week, I need you and RO to prepare a summary of your process to date and the steps that have been taken to engage local contractors. Also, please indicate what steps Lennar and RO will take to increase local participation from the current level of 9%.

Tiffany would like to provide this to Commission on Tuesday; thus I would like to get a final draft to her by COB tomorrow. Given the short time frame for this memo, I ask that you send this information in a format that I can easily insert into the memo.

Please give me a call on my cell if you have any questions: (415) 297-8354.

Thanks all,

Wells